

Social Insurance Administrative Diagnostic (SIAD)

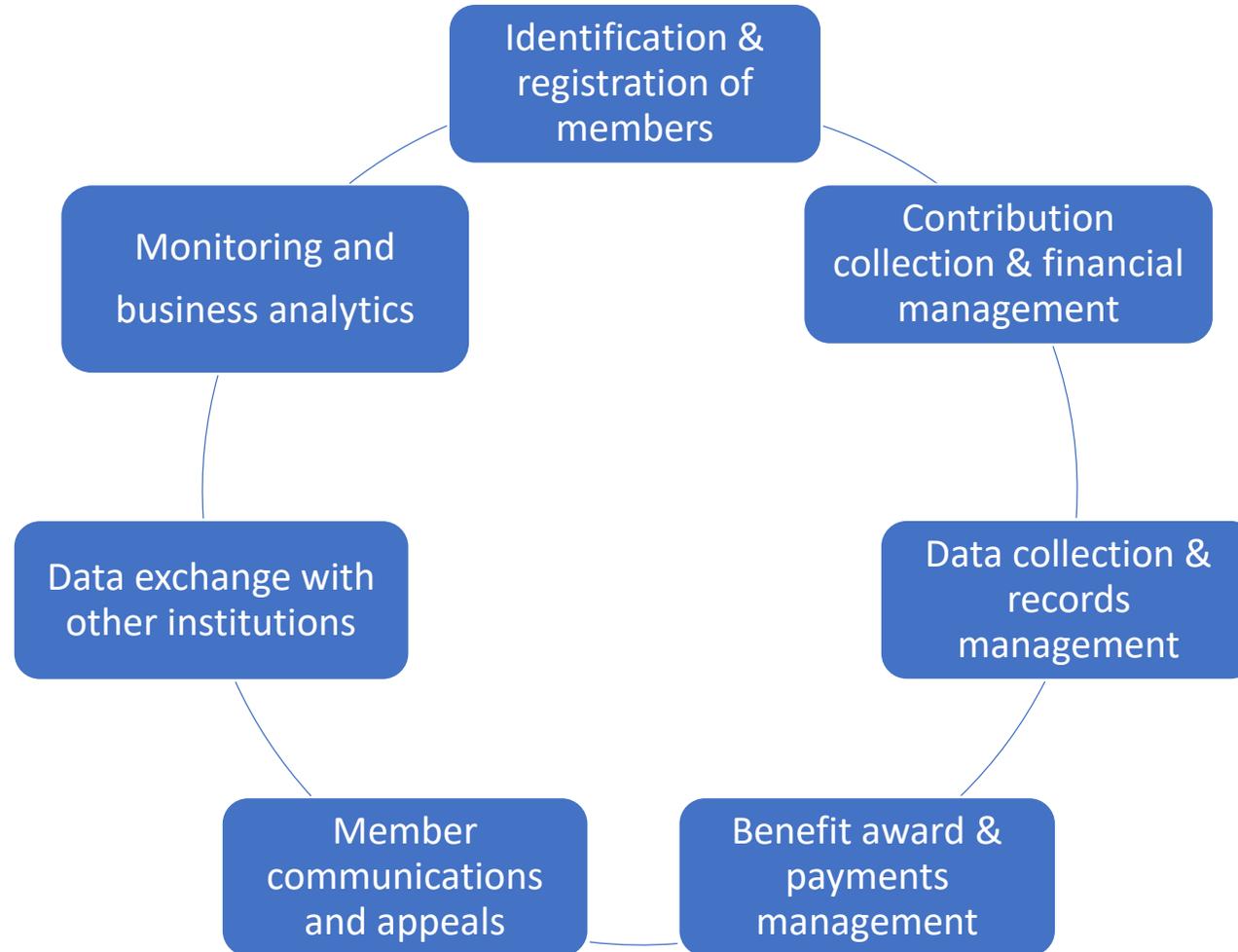
Design, Development and Implementation Plans

Social Insurance Delivery Systems Workshop

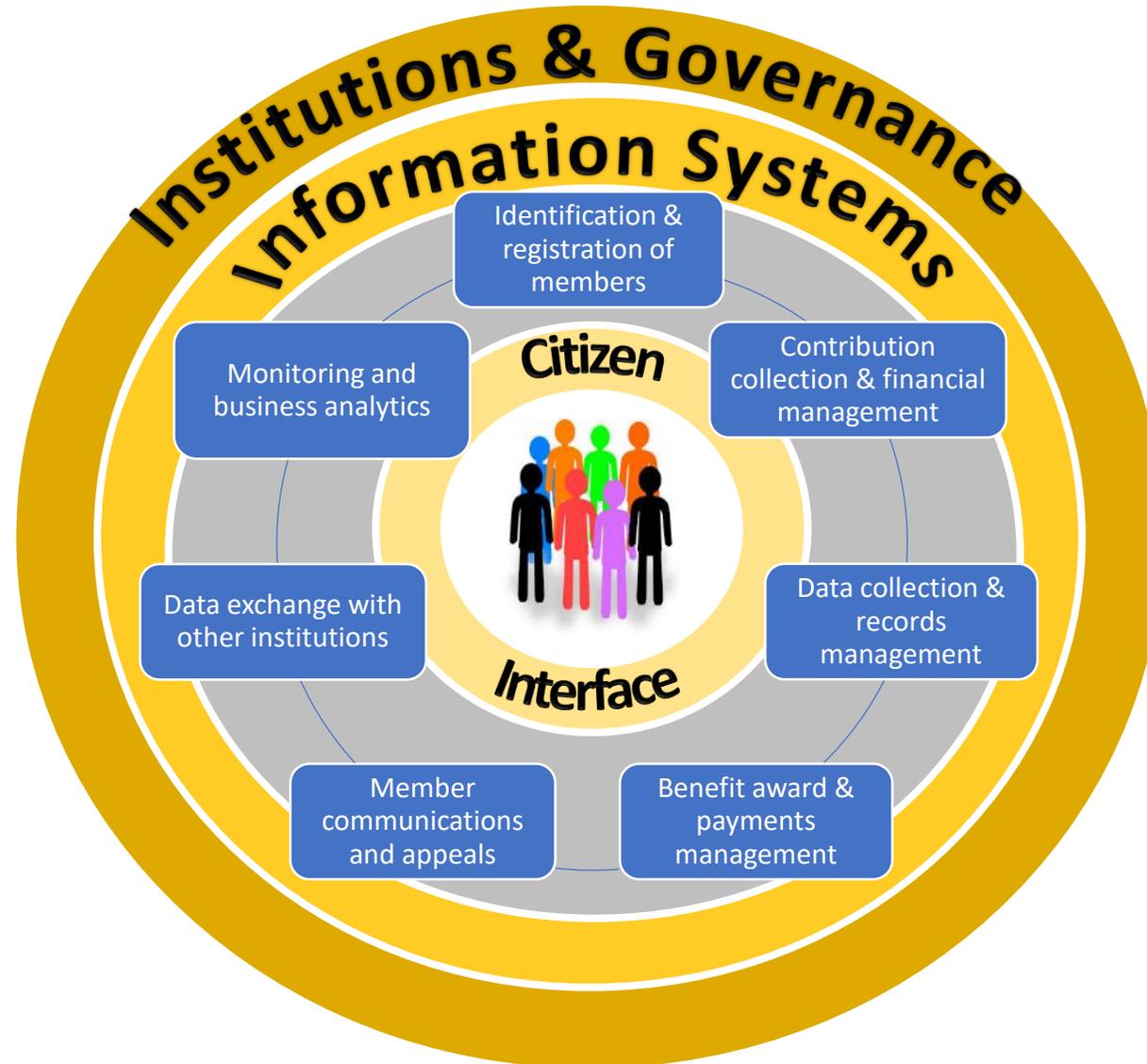
Bangkok, Thailand

January 16, 2019

Social Insurance Delivery Chain



Social Insurance Delivery Chain



Diagnostics Tool

- The World Bank is working on a Social Insurance Administration Diagnostic (SIAD) Toolkit
- Focused on an agency that delivers social insurance programs (not a broad national social insurance system)
- A mix of qualitative assessments and quantitative indicators to capture core performance across a broad range of functions
- Intended for senior management to understand state of operations, to conceptualize strategic directions of administrative reform, and to identify improvements in operational efficiency and service delivery
- We are in the process of developing e-SIAD, a web based application

SIAD

Why is it needed?

- Mandatory SI programs manage large volumes of data and significant amounts of money.
- SI administration can be inefficient and expensive, which can result in negative outcomes for people.
- Social Insurance Administrative Diagnostic (**SIAD**) fills a significant gap: it is a systematic tool for assessment of SI operational systems.
- Easily accessible by Social Security Agencies (SSAs) with different capacity levels
- Portable across SSAs operating in different governmental, social, and economic contexts
- Provides SSA Boards and Management with ‘board-level’ view of the state of their delivery systems and processes
- Is a tool for strategic planning.
- Aligns with *ISSA Guidelines on Administration in Social Security* – extends **SIAD** reach and relevance

- WB-ISSA MOU (May 2018): collaborate to advise and support social security institutions to improve governance, administration and institutional capacities.
- SIAD rooted in the framework of the International Social Security Association's (ISSA) *Guidelines on Social Security Administration*.
- ISSA *Guidelines* provide a broad set of standards, based on best practice, against which an SSA can measure its delivery systems and processes.
- The WB SIAD structure closely aligns with the ISSA Guidelines, while bringing a more granular and targeted view of an SSA's delivery

SIAD How is it Structured?

Six components:

1. Guidance Note and Implementation Guidelines
2. Core Indicators (quantitative assessment)
3. Preliminary Questionnaire (capture the SSA's institutional setting)
4. Administrative Questionnaire
5. Stakeholder Surveys (focusing on members, beneficiaries, and employers)
6. Utility to Benchmark Administrative Costs

Delivery Systems
Assessment
Framework

SIAD Structure (i)

1. Guidance Note and Implementation Guidelines

- Explains SIAD context, purpose, objectives, components.
- Describes the content and rationale behind each component.
- Outlines principles of best practice in process management and business function design.
- Provides procedures and templates for applying the SIAD.

2. Matrix of Core Indicators

- Provides high-level quantitative view of SSA delivery systems and processes.
- Indicators for each of the strategic and operational areas covered by Administrative Questionnaire.
- Provides a snapshot of the SSA's management, delivery, and systems.
- Signals areas that are ripe for in-depth assessment and improvement.

SIAD Core Indicators

Initial snapshot of SSA delivery systems and processes, capacity, performance:

- 1) Governance and Coverage
- 2) Program Finances
- 3) Human Resources
- 4) Administrative Budget
- 5) Investment of Funds
- 6) Core Business Functions
- 7) Information and Communications Technology
- 8) Communications and Customer Service
- 9) Control, Error and Compliance
- 10) Appeals

3. Preliminary Questionnaire: Institutional Setting

- Positions the SSA's delivery systems within the broader national social protection system.
- Describes the alignment of the various functions and responsibilities in developing and delivering social insurance programs.
- Describes the distribution of functions and accountabilities among the organizations, and their placement within the broader governmental structure.

4. Administrative Questionnaire

- Focuses on the seven strategic and operational areas and systems that enable an SSA's business processes.
- Inquires in greater depth into specialized business areas.
- Gathers and structures evidence to help SSA Board and management assess and prioritize issues.
- Modular – operational areas can be omitted, questions reduced or added

SIAD Administrative Questionnaire

- 1) Internal Governance
- 2) Investment and Management of SSA Funds
- 3) Information and Communication Technology Management and Data Policies
- 4) Core Business Processes
- 5) Control and Compliance (Error and Fraud Detection, and Enforcement)
- 6) Grievance Redress (Appeals and Complaints)
- 7) Communications with Stakeholders and Others

SIAD Structure (iii)

5. Client and Stakeholder Surveys

- ❑ Captures perspectives on implementation outcomes from users of the system. Templates for:
 - covered members (contributors)
 - employers
 - beneficiaries in receipt of payments
 - appellants and others seeking redress.
- ❑ Sets quantitative and qualitative baselines for assessment of how future reforms are perceived

6. Utility to Benchmark Administrative Costs

- ❑ Frames assessments of the administrative efficiency of the delivery of public social security programs.
- ❑ Captures key elements of variation that drive administrative costs.
- ❑ Requires only a minimum set of data to provide broad guidance on efficiency of resource utilization by an agency.

SIAD IT Platform Development (e-SIAD)

Web platform is a necessary component:

- Eases collaboration within SSAs, and consultations between the SSA and the Specialist.
- Enables status tracking and approvals by senior SSA management and the Specialist, as part of the process of data acquisition.
- Questionnaire construction options enable tailoring to context and needs of *each* SSA.
- Allows for systematic collection, secure storage, and (eventual) comparison of responses.
- Enables flexible development: easy to modify as part of the development and piloting process.

SIAD

How is it implemented with SSAs?

- i. External expert (*Specialist*) is hired to work with the SSA through the SIAD process
- ii. SSA provides key documents for desk review by Specialist
- iii. SSA completes (on-line) Core Indicators and Preliminary Questionnaire
- iv. Specialist reviews responses and provides access to on-line Administrative Questionnaire
- v. SSA completes Administrative Questionnaire
- vi. Specialist reviews outputs, crafts agenda for an on-site visit with SSA
 - Agenda tailored to focus on areas of greatest need, as identified by CI and AQ
 - Guidance Note provides support: suggested approach, key meetings
- vii. Post-visit, Specialist completes the report, based on information gathered
- viii. Final Report includes summary presentation to SSA Board and Management Group

January-April 2019

- Questionnaires finalized
- e-SIAD prototype tested and piloted
- Stakeholder Survey piloted

May-June 2019

- Development of e-SIAD completed, the new platform launched
- Formal engagement on e-SIAD with pilot SSAs

June-July 2019

- Stakeholder Survey framework and forms finalized

November-December 2019

- Integration of all components on a single web platform
- Design of a comprehensive cross-country comparison framework

March 2020

- Delivery of final e-SIAD

SIAD

Thank You!

Questions? Comments?

Discussion